

Workforce Data

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Legislative Context

As stated earlier in this mainstreaming report, there are specific duties that Scottish Borders Council is required to follow. This means that we have a duty to gather and use workforce data across the nine protected characteristics and sub levels as indicated below. We are also required to publish pay gap information and statements on equal pay.

This section of the report provides the details on our workforce data.

Operational Context

The information used within this report with regard to Employees of Scottish Borders Council has been taken from the corporate HR and Payroll System. As employees can hold multiple posts with the Council it has been decided that we use the post that the employee has defined as their main post for the purpose of completing the analysis. This will tend to be the post that they have held for the longest period of time.

The Job Groups that have been used within the report are:

- Teachers (teaching staff, music instructors and psychologists)
- Chief Officers (the most senior managers)
- Single Status (all other staff employed by the Council)

These have been used as they identify the individual negotiating bodies and conditions of service that each employee works under. For information we have also included statistics for each of the characteristics we hold at entire workforce level.

Analysis of the nine characteristics and sub levels, listed below, has also been carried out.

| | | |
|------------------------|---------------------|--------------------|
| Gender | Age | Ethnic Origin |
| Disability | Gender Reassignment | Sexual Orientation |
| Religion and/or belief | Marital Status | Carer Status |

Sub Levels of analysis

| | |
|--|---|
| <ul style="list-style-type: none">• Job Group – based on the negotiating body the employee falls under | <ul style="list-style-type: none">• Location – Department for all staff (except Teachers) and Catchment Area for teaching staff |
| <ul style="list-style-type: none">• Grade | <ul style="list-style-type: none">• Employment Status |

Throughout this report we have also shown the data as a percentage and number of staff for each characteristic. Due to the low level of numbers in the majority of the characteristics, we have only shown the percentage as this may otherwise identify individuals, as the report is further analysed. However, if there are points to note these have been drawn out and included within the narrative.

The data for 2013 and 2014 has been derived from workforce data January to December of those years and as outlined in Table 1:

Table 1 – Total number of employees

| | Teachers | Chief Officers | Single Status | Total |
|------|----------|----------------|---------------|-------|
| 2013 | 1,545 | 25 | 4,631 | 6,201 |
| 2014 | 1,517 | 23 | 4,591 | 6,131 |

This is consistent with the reducing workforce trend that has been happening in recent years as the Council continues to address the budgetary pressures.

During 2014 the Council undertook a corporate restructure which reduced and renamed the Directorates. Within the 2013 data some Departments are still referred to as the previous directorates, this is due to the post now being obsolete and not having been part of the formal transfer within the HR system.

(i) Gender

There has been no change in the workforce gender balance as the female/male split has remained consistent over the two years being considered. The overall Council workforce is predominantly female (72%) as displayed in figure 1.

Figure 1 – Workforce Gender Balance (all staff)

| | Staff by % | | Staff by Number | |
|---------------|-------------|-------------|-----------------|--------------|
| | 2013 | 2014 | 2013 | 2014 |
| Female | 72.46% | 72.37% | 4,493 | 4,437 |
| Male | 27.54% | 27.63% | 1,708 | 1,694 |
| Totals | 100% | 100% | 6,201 | 6,131 |

Chief Officers and Single Status

Figure 2 – Workforce Gender Balance

| | Staff by % | | Staff by Number | |
|---------------|-------------|-------------|-----------------|--------------|
| | 2013 | 2014 | 2013 | 2014 |
| Female | 71.05% | 70.89% | 3,308 | 3,271 |
| Male | 28.95% | 29.11% | 1,348 | 1,343 |
| Totals | 100% | 100% | 4,656 | 4,614 |

Figure 3 – Workforce Gender Balance by Status

| Status | 2013 | | 2014 | |
|---------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Casual/Relief | 78.58% | 21.42% | 77.44% | 22.56% |
| Full Time | 44.74% | 55.26% | 43.87% | 56.13% |
| Part Time | 89.50% | 10.50% | 89.82% | 10.18% |

Figure 4 – Workforce Gender Balance by Department

| Department | 2013 | | 2014 | |
|------------------------------|--------|--------|---------------------------|--------|
| | Female | Male | Female | Male |
| Chief Executives | 65.16% | 34.84% | 62.52% | 37.48% |
| Education | 50.00% | 50.00% | *part of People | |
| Environment & Infrastructure | 11.11% | 88.89% | *part of Place | |
| People | 86.93% | 13.07% | 86.60% | 13.40% |
| Place | 48.46% | 51.54% | 48.02% | 51.98% |
| Resources | 51.02% | 48.98% | *part of Chief Executives | |
| Social Work | 57.89% | 42.11% | *part of People | |

*These figures are now under a different Directorates following re-organisation.

There is no significant shift in the gender balance when considered as a Departmental breakdown. However, it is worth noting that the main functions within the Chief Executives Department are central support

functions with a high level of Admin and clerical jobs which tend to be fulfilled by females, hence the gender balance in favour of females. Within the People Department the main functions are support jobs within Schools and Social Care jobs, again jobs that are predominantly carried out by females and this will be consistent with other authorities in Scotland. The final Department, Place, has a closer gender balance due to the nature of the diverse services delivered, which includes Roads Maintenance and Customer Services.

Figure 5 – Workforce Gender Balance by Job Group

| Job Group | 2013 | | 2014 | |
|----------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Chief Officers | 44.00% | 56.00% | 56.52% | 43.48% |
| Single Status | 71.19% | 28.81% | 70.96% | 29.04% |

Figure 6 – Workforce Gender Balance by Grade

| Grade | 2013 | | 2014 | |
|-----------------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| National Minimum Wage | | | 8.33% | 91.67% |
| Business Gateway | 66.67% | 33.33% | 80.00% | 20.00% |
| Grade 1 | 80.65% | 19.35% | 80.73% | 19.27% |
| Grade 2 | 41.91% | 58.09% | 43.49% | 56.51% |
| Grade 3 | 23.01% | 76.99% | 22.32% | 77.68% |
| Grade 4 | 85.55% | 14.45% | 86.09% | 13.91% |
| Grade 5 | 78.31% | 21.69% | 78.72% | 21.28% |
| Grade 6 | 70.41% | 29.59% | 69.23% | 30.77% |
| Grade 7 | 70.32% | 29.68% | 69.58% | 30.42% |
| Grade 8 | 58.87% | 41.13% | 57.89% | 42.11% |
| Grade 9 | 63.81% | 36.19% | 65.62% | 34.38% |
| Grade 10 | 47.62% | 52.38% | 47.62% | 52.38% |
| Grade 11 | 22.73% | 77.28% | 18.42% | 81.58% |
| Grade 12 | 40.00% | 60.00% | 38.46% | 61.54% |
| Chief Officers | 44.00% | 56.00% | 56.52% | 43.48% |

During 2014 the Council has been proactive in the recruitment of a number non-specific gender modern apprentices.

Single Status males dominate grades 2 and 3 which typically includes roles such as refuse collection and gardener. They also dominate the senior manager grades 10 – 12. There are a relatively low number of posts in these grades with the gender split being 67 female to 105 male occupancy in such roles.

Single status females dominate grade 1 which typically includes cleaners, and general assistants. They also dominate grades 4 and 5 which are typically clerical assistants, administrative assistants, homecare assistants, and support workers.

Teachers

Figure 7 – Workforce Gender Balance

| | Staff by % | | Staff by Number | |
|---------------|-------------|-------------|-----------------|--------------|
| | 2013 | 2014 | 2013 | 2014 |
| Female | 76.70% | 76.86% | 1,185 | 1,166 |
| Male | 23.30% | 23.14% | 360 | 351 |
| Totals | 100% | 100% | 1,545 | 1,517 |

Figure 8 – Workforce Gender Balance by Catchment Area

| Catchment Area | 2013 | | 2014 | |
|---------------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Berwickshire | 74.62% | 25.38% | 75.65% | 24.35% |
| Cheviot | 81.44% | 18.56% | 80.00% | 20.00% |
| Eildon East | 76.49% | 23.51% | 77.41% | 22.59% |
| Eildon West | 78.26% | 21.74% | 77.90% | 22.10% |
| Teviot & Liddesdale | 75.00% | 25.00% | 75.00% | 25.00% |
| Tweeddale | 79.02% | 20.98% | 77.78% | 22.22% |

Figure 9 – Workforce Gender Balance by Job Group

| Job Group | 2013 | | 2014 | |
|-----------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Teachers | 76.70% | 23.30% | 76.86% | 23.14% |

Figure 10 – Workforce Gender Balance by Grade

| Grade | 2013 | | 2014 | |
|-----------------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Chartered Teacher | 68.00% | 32.00% | 67.12% | 32.88% |
| Common Scale Teacher | 80.09% | 19.91% | 79.89% | 20.11% |
| Depute & Head Teacher | 71.15% | 28.85% | 70.19% | 29.81% |
| Music Instructor | 40.00% | 60.00% | 50.00% | 50.00% |
| Preserved Teacher* | 31.25% | 68.75% | 0.00% | 0.00% |
| Principal Teacher | 69.40% | 30.60% | 67.78% | 32.22% |
| Probationary Teacher | 83.78% | 16.22% | 85.29% | 14.71% |
| Psychologist | 80.00% | 20.00% | 80.00% | 20.00% |

*Personal preservation ended 31st March 2014

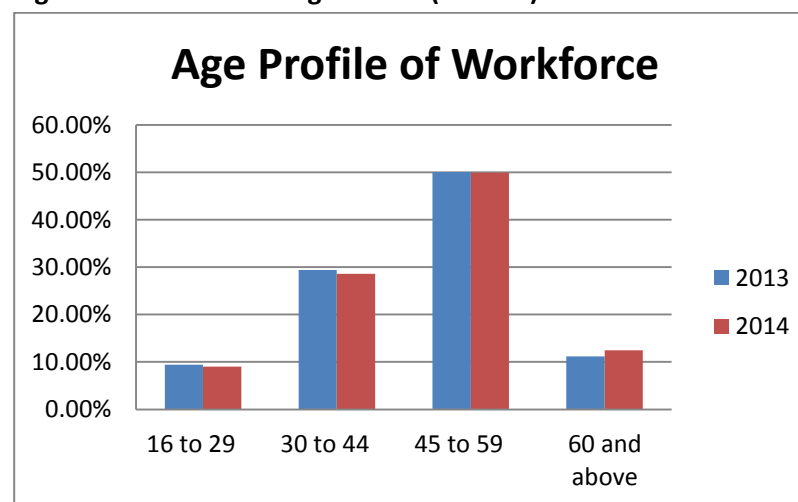
Figure 11 – Workforce Gender Balance by Status

| Status | 2013 | | 2014 | |
|---------------|--------|--------|--------|--------|
| | Female | Male | Female | Male |
| Casual/Relief | 71.58% | 28.42% | 72.40% | 27.60% |
| Full Time | 72.22% | 27.78% | 73.04% | 26.96% |
| Part Time | 94.89% | 5.11% | 91.82% | 8.18% |

(ii) Age

There has been no significant shift in the age profile of the workforce between 2013 and 2014, with the 45 to 59 age group remaining the predominant age grouping for the Council.

Figure 12 – Workforce Age Profile (all staff)



Chief Officers and Single Status Staff

Figure 13 – Workforce Age Profile

| | Staff by % | | Staff by Number | |
|--------------|-------------|-------------|-----------------|--------------|
| | 2013 | 2014 | 2013 | 2014 |
| 16 to 29 | 8.20% | 8.13% | 382 | 375 |
| 30 to 44 | 27.88% | 26.83% | 1,298 | 1,238 |
| 45 - 59 | 52.41% | 52.34% | 2,440 | 2,415 |
| 60 and above | 11.51% | 12.70% | 536 | 586 |
| Total | 100% | 100% | 4,656 | 4,614 |

Figure 14 – Workforce Age Profile by Department

| Department and Age | 2013 | 2014 |
|---|--------|---------------------------|
| Chief Executives | | |
| 16 to 29 | 6.76% | 8.85% |
| 30 to 44 | 32.24% | 31.03% |
| 45 to 59 | 46.62% | 47.08% |
| 60 and above | 14.38% | 13.04% |
| Education | | |
| 16 to 29 | 16.67% | *part of People |
| 30 to 44 | 33.33% | |
| 45 to 59 | 33.33% | |
| 60 and above | 16.67% | |
| Environment & Infrastructure | | |
| 16 to 29 | 13.89% | *part of Place |
| 30 to 44 | 30.56% | |
| 45 to 59 | 47.22% | |
| 60 and above | 8.33% | |
| People | | |
| 16 to 29 | 7.95% | 7.24% |
| 30 to 44 | 26.50% | 26.24% |
| 45 to 59 | 54.52% | 53.76% |
| 60 and above | 11.03% | 12.76% |
| Place | | |
| 16 to 29 | 8.93% | 9.30% |
| 30 to 44 | 27.66% | 25.92% |
| 45 to 59 | 51.61% | 52.33% |
| 60 and above | 11.79% | 12.45% |
| Resources | | |
| 16 to 29 | 8.16% | *part of Chief Executives |
| 30 to 44 | 37.76% | |
| 45 to 59 | 50.00% | |
| 60 and above | 4.08% | |

| Social Work | | |
|--------------------|--------|-----------------|
| 16 to 29 | 13.16% | *part of People |
| 30 to 44 | 31.58% | |
| 45 to 59 | 44.74% | |
| 60 and above | 10.53% | |

*These figures are now under a different Directorates following re-organisation.

When considering the age profile for the chief officer and single status staff there are (52%) 2% more employees, than the overall Council average, in the 45 to 59 age group. This is mainly attributable to the People Department where almost 54% of the workforce are in the 45 to 59 age group. On the flip side the Chief Executives Department have a higher percentage of employees within the 30 to 44 age group.

Figure 15 – Workforce Age Profile by Job Group

| Job Group and Age | 2013 | 2014 |
|-----------------------|--------|--------|
| Chief Officers | | |
| 16 to 29 | 0.00% | 0.00% |
| 30 to 44 | 20.00% | 13.04% |
| 45 to 59 | 80.00% | 82.61% |
| 60 and above | 0.00% | 4.35% |
| Single Status | | |
| 16 to 29 | 8.25% | 8.17% |
| 30 to 44 | 27.92% | 26.90% |
| 45 to 59 | 52.26% | 52.19% |
| 60 and above | 11.57% | 12.74% |

Figure 16a – Workforce Age Profile by Grade

| Grade | 2013 | | | |
|-----------------------|----------|----------|----------|--------------|
| | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above |
| National Minimum Wage | 0.00% | 0.00% | 0.00% | 0.00% |
| Business Gateway | 0.00% | 50.00% | 50.00% | 0.00% |
| Grade 1 | 11.66% | 27.04% | 47.79% | 13.52% |
| Grade 2 | 5.51% | 23.16% | 44.85% | 26.47% |
| Grade 3 | 3.54% | 24.78% | 55.31% | 16.37% |
| Grade 4 | 9.39% | 24.98% | 53.46% | 12.16% |
| Grade 5 | 10.73% | 27.40% | 52.51% | 9.36% |
| Grade 6 | 9.55% | 36.99% | 46.54% | 6.92% |
| Grade 7 | 6.15% | 28.61% | 54.81% | 10.43% |
| Grade 8 | 7.17% | 36.60% | 49.81% | 6.42% |
| Grade 9 | 6.63% | 32.87% | 52.49% | 8.01% |
| Grade 10 | 0.00% | 27.62% | 65.71% | 6.67% |
| Grade 11 | 0.00% | 22.73% | 68.18% | 9.09% |
| Grade 12 | 0.00% | 10.00% | 86.67% | 3.33% |
| Chief Officers | 0.00% | 20.00% | 80.00% | 0.00% |

Figure 16b – Workforce Age Profile by Grade

| Grade | 2014 | | | |
|-----------------------|----------|----------|----------|--------------|
| | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above |
| National Minimum Wage | 100.00% | 0.00% | 0.00% | 0.00% |
| Business Gateway | 0.00% | 40.00% | 60.00% | 0.00% |
| Grade 1 | 12.61% | 26.61% | 46.79% | 13.99% |
| Grade 2 | 4.83% | 21.19% | 46.47% | 27.51% |
| Grade 3 | 3.57% | 23.66% | 56.25% | 16.52% |
| Grade 4 | 8.63% | 23.98% | 53.91% | 13.48% |
| Grade 5 | 10.40% | 26.48% | 53.19% | 9.93% |
| Grade 6 | 9.50% | 36.43% | 45.02% | 9.05% |
| Grade 7 | 5.35% | 26.20% | 56.06% | 12.39% |

| | | | | |
|----------------|-------|--------|--------|--------|
| Grade 8 | 4.21% | 36.14% | 51.23% | 8.42% |
| Grade 9 | 5.44% | 32.66% | 51.58% | 10.32% |
| Grade 10 | 0.00% | 23.81% | 70.48% | 5.71% |
| Grade 11 | 0.00% | 26.32% | 65.79% | 7.89% |
| Grade 12 | 0.00% | 11.54% | 84.62% | 3.85% |
| Chief Officers | 0.00% | 13.04% | 82.61% | 4.35% |

During 2014 the Council have undertaken the recruitment of a number modern apprentices, with the focus being on the appointment of younger persons. This is demonstrated through the 100% of staff being paid on the National Minimum Wage (the rate payable to apprentices) falling into the 16 to 29 age category.

The Council currently has no employees aged 16 to 29 from Grade 10 onwards as these roles typically require a significant period of previous working experience. There are opportunities for employees in this age group to be appointed to such roles and the Council would do so should they be the best candidate when such posts are advertised.

Figure 17 – Workforce Age Profile by Status

| Status and Age | 2013 | 2014 |
|----------------------|--------|--------|
| Casual/Relief | | |
| 16 to 29 | 12.56% | 13.09% |
| 30 to 44 | 24.15% | 24.92% |
| 45 to 59 | 37.20% | 36.75% |
| 60 and above | 26.09% | 25.24% |
| Full Time | | |
| 16 to 29 | 8.60% | 9.02% |
| 30 to 44 | 28.73% | 27.63% |
| 45 to 59 | 55.71% | 55.78% |

Teachers

Figure 18 – Workforce Age Profile

| | Staff by % | | Staff by Number | |
|--------------|-------------|-------------|-----------------|--------------|
| | 2013 | 2014 | 2013 | 2014 |
| 16 to 29 | 12.94% | 11.80% | 200 | 179 |
| 30 to 44 | 33.92% | 33.88% | 524 | 514 |
| 45 to 59 | 42.91% | 42.52% | 663 | 645 |
| 60 and above | 10.23% | 11.80% | 158 | 179 |
| Total | 100% | 100% | 1,545 | 1,517 |

Figure 19 – Workforce Age Profile by Catchment Area

| Catchment Area and Age | 2013 | 2014 |
|------------------------|--------|--------|
| Berwickshire | | |
| 16 to 29 | 9.14% | 9.84% |
| 30 to 44 | 34.01% | 31.09% |
| 45 to 59 | 55.33% | 54.92% |
| 60 and above | 1.52% | 4.15% |
| Cheviot | | |
| 16 to 29 | 10.78% | 12.12% |
| 30 to 44 | 33.53% | 35.76% |
| 45 to 59 | 52.10% | 47.88% |
| 60 and above | 3.59% | 4.24% |
| Eildon East | | |
| 16 to 29 | 19.12% | 16.74% |
| 30 to 44 | 35.06% | 35.56% |
| 45 to 59 | 42.23% | 43.10% |
| 60 and above | 3.59% | 4.60% |
| Eildon West | | |
| 16 to 29 | 12.50% | 8.29% |
| 30 to 44 | 35.87% | 39.23% |
| 45 to 59 | 47.28% | 47.51% |
| 60 and above | 4.35% | 4.97% |

| | | |
|--------------------------------|--------|--------|
| Teviot & Liddesdale | | |
| 16 to 29 | 18.09% | 16.67% |
| 30 to 44 | 43.62% | 41.67% |
| 45 to 59 | 34.57% | 36.67% |
| 60 and above | 3.72% | 5.00% |
| Tweeddale | | |
| 16 to 29 | 9.76% | 9.66% |
| 30 to 44 | 39.51% | 36.71% |
| 45 to 59 | 44.88% | 47.83% |
| 60 and above | 5.85% | 5.80% |
| Various | | |
| 16 to 29 | 11.05% | 9.94% |
| 30 to 44 | 23.80% | 25.00% |
| 45 to 59 | 33.14% | 30.11% |
| 60 and above | 32.01% | 34.94% |

Figure 20 – Workforce Age Profile by Job Group

| Job Group and Age | 2013 | 2014 |
|-------------------|--------|--------|
| Teachers | | |
| 16 to 29 | 12.94% | 11.80% |
| 30 to 44 | 33.92% | 33.88% |
| 45 to 59 | 42.91% | 42.52% |
| 60 and above | 10.23% | 11.80% |

Figure 21a – Workforce Age Profile by Grade

| Grade | 2013 | | | |
|-----------------------|----------|----------|----------|--------------|
| | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above |
| Chartered Teacher | 0.00% | 37.33% | 56.00% | 6.67% |
| Common Scale Teacher | 14.55% | 33.82% | 38.82% | 12.82% |
| Depute & Head Teacher | 0.00% | 37.50% | 57.69% | 4.81% |
| Music Instructor | 15.00% | 25.00% | 55.00% | 5.00% |
| Preserved Teacher | 0.00% | 0.00% | 93.75% | 6.25% |
| Principal Teacher | 3.28% | 38.80% | 55.19% | 2.73% |
| Probationary Teacher | 83.78% | 13.51% | 2.70% | 0.00% |
| Psychologist | 0.00% | 40.00% | 60.00% | 0.00% |

Figure 21b – Workforce Age Profile by Grade

| Grade | 2014 | | | |
|-----------------------|----------|----------|----------|--------------|
| | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above |
| Chartered Teacher | 0.00% | 38.36% | 53.42% | 8.22% |
| Common Scale Teacher | 12.89% | 33.55% | 39.31% | 14.26% |
| Depute & Head Teacher | 0.00% | 38.46% | 54.81% | 6.73% |
| Music Instructor | 9.09% | 27.27% | 59.09% | 4.55% |
| Preserved Teacher | 0.00% | 0.00% | 0.00% | 0.00% |
| Principal Teacher | 2.78% | 37.22% | 55.56% | 4.44% |
| Probationary Teacher | 91.18% | 5.88% | 2.94% | 0.00% |
| Psychologist | 0.00% | 40.00% | 50.00% | 10.00% |

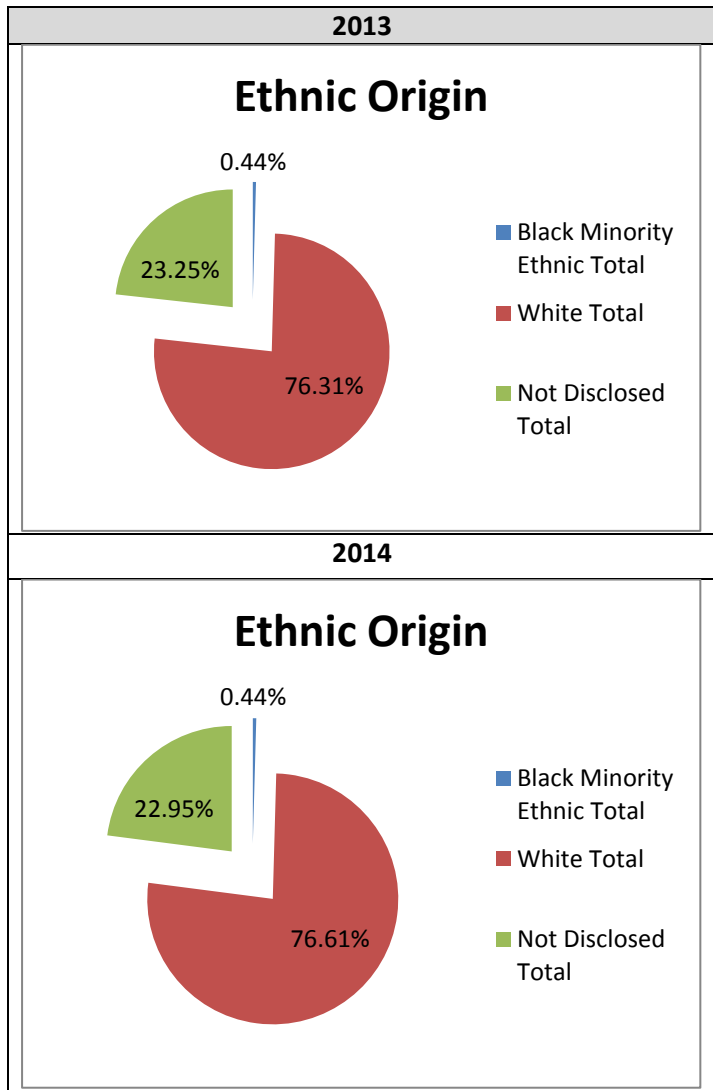
Figure 22 – Workforce Age Profile by Status

| Status and Age | 2013 | 2014 |
|----------------------|--------|--------|
| Casual/Relief | | |
| 16 to 29 | 10.79% | 10.39% |
| 30 to 44 | 19.06% | 20.07% |
| 45 to 59 | 30.58% | 27.24% |
| 60 and above | 39.57% | 42.29% |
| Full Time | | |
| 16 to 29 | 16.14% | 14.67% |
| 30 to 44 | 36.69% | 37.07% |
| 45 to 59 | 44.55% | 45.22% |
| 60 and above | 2.62% | 3.04% |
| Part Time | | |
| 16 to 29 | 5.11% | 4.72% |
| 30 to 44 | 38.66% | 36.79% |
| 45 to 59 | 48.88% | 48.11% |
| 60 and above | 7.35% | 10.38% |

(iii) Ethnic Origin

The proportion of Black and Ethnic Minority employees has remained static over the two years at 0.44%. The proportion of employees identifying themselves as white has increased slightly over the two years.

Figure 23 – Workforce Ethnic Origin Profile (all staff)

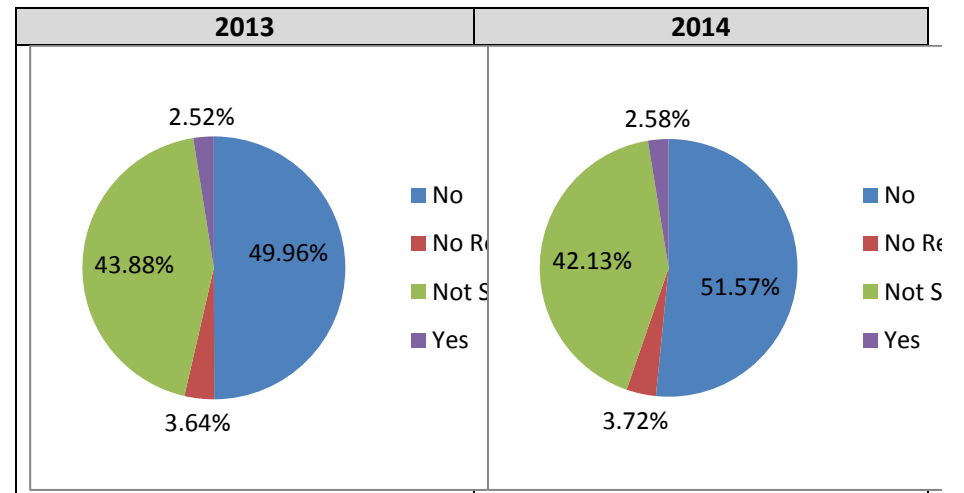


Due to the low level of Black Minority Ethnic employees that are employed by the Council no further breakdowns have been included as this may lead to the identification of individuals. However, it is worth noting that for teaching employees there are 0.03% who have indicated that they fall within the Black Ethnic Minority group.

(iv) Disability

The level of employees indicating that they have a disability has remained static over the past 2 years at approximately 2.60% of the workforce. However, it has to be considered that the response rate to this may be low as there are in excess of 45% of employees who have not provided a response to the question when asked as illustrated in the chart below as “not stated” and “no response”.

Figure 24 – Workforce Disability Profile (all staff)



(v) Gender Reassignment

The level of employees indicating that they are currently undergoing or have undergone gender reassignment over the past two years has remained static. Due to the extremely low level of employees who have indicated this no further analysis is included as this may lead to the identification of the individuals.

Figure 25 – Workforce Gender Reassignment (all staff)

| Gender Reassignment | 2013 | 2014 |
|---------------------|--------|--------|
| No | 68.12% | 68.33% |
| No Response | 22.84% | 21.82% |
| Not Stated | 8.89% | 9.72% |
| Yes | 0.15% | 0.13% |

(vi) Sexual Orientation

The level of employees who have indicated that their sexual orientation is Bisexual, Gay or Lesbian has remained static over the past two years. Due to the low number of employees who have indicated this no further analysis is included as this may lead to the identification of the individuals.

Figure 26 – Workforce Sexual Orientation for all staff

| Sexual Orientation | 2013 | 2014 |
|--------------------|--------|--------|
| Bisexual | 0.35% | 0.34% |
| Gay | 0.21% | 0.21% |
| Heterosexual | 65.78% | 66.43% |
| Lesbian | 0.15% | 0.18% |
| No Response | 21.71% | 20.67% |
| Not Stated | 11.80% | 12.17% |

(vii) Religion and/or Belief

The religion or beliefs of the employees has remained static over the past 2 years, with the two highest categories being No Religious Group and Protestant.

Figure 27 – Workforce Religion or Belief all staff

| Religion or Belief | 2013 | 2014 |
|--------------------|--------|--------|
| Agnostic | 1.64% | 1.57% |
| Atheist | 3.18% | 2.92% |
| Buddhist | 0.23% | 0.21% |
| Catholic | 4.63% | 4.65% |
| Hindu | 0.03% | 0.03% |
| Jewish | 0.08% | 0.10% |
| Muslim | 0.06% | 0.08% |
| No Religious Group | 27.59% | 28.35% |
| No Response | 20.25% | 19.46% |
| Not Stated | 9.66% | 9.98% |
| Other | 1.06% | 1.52% |
| Other Christian | 5.56% | 5.87% |
| Protestant | 26.01% | 25.27% |

(viii) Marital Status

The marital status of the employees has remained static over the past 2 years, with the highest category remaining as those who are married.

Figure 28 – Workforce Marital Status all staff

| Marital Status | 2013 | 2014 |
|-------------------|--------|--------|
| Civil Partnership | 0.68% | 0.67% |
| Divorced | 6.71% | 6.62% |
| Married | 46.06% | 45.75% |
| No Response | 19.67% | 18.90% |

| | | |
|------------|--------|--------|
| Not Stated | 5.10% | 5.53% |
| Partnered | 9.64% | 9.72% |
| Single | 11.19% | 11.87% |
| Widowed | 0.95% | 0.93% |

(ix) Carers

The number of employees who have indicated that they have caring responsibilities has had a slight increase over the past two years, with the majority indicating that they have no caring responsibilities.

Figure 29 – Workforce Carer – all staff

| Carer | 2013 | 2014 |
|-------------|--------|--------|
| No | 48.91% | 48.56% |
| No Response | 24.77% | 23.76% |
| Not Stated | 10.24% | 10.55% |
| Yes | 16.08% | 17.13% |

Training Courses

The following displays the completions of three mandatory training courses by council employees in Jan – December 2013 and 2014 respectively. The data has been analysed by location and the protected characteristics of age and gender. As before no significant data can be derived from the other protected characteristics and sub categories as this may identify individuals.

Figure 30a - Training Chief Executives and Single Status

| | | Data Protection | | Child Protection | | Equality & Diversity | |
|------------------------|--------------|-----------------|-------------|------------------|-------------|----------------------|-------------|
| | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Chief Executive | | | | | | | |
| Gender | Female | 69% | 70% | N/A | 70% | 74% | 70% |
| | Male | 31% | 30% | N/A | 30% | 26% | 30% |
| Age | 16 to 29 | 11% | 8% | N/A | 9% | 26% | 9% |
| | 30 to 44 | 44% | 32% | N/A | 31% | 11% | 34% |
| | 45 to 59 | 43% | 50% | N/A | 50% | 58% | 50% |
| | 60 and above | 2% | 9% | N/A | 10% | 5% | 8% |
| People | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 84% | 88% | N/A | 89% | 86% | 88% |
| | Male | 16% | 12% | N/A | 11% | 14% | 12% |
| Age | 16 to 29 | 12% | 6% | N/A | 6% | 17% | 6% |
| | 30 to 44 | 28% | 27% | N/A | 29% | 17% | 29% |
| | 45 to 59 | 55% | 58% | N/A | 58% | 59% | 58% |
| | 60 and above | 6% | 9% | N/A | 7% | 7% | 7% |
| Place | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 65% | 50% | N/A | 60% | 59% | 59% |
| | Male | 35% | 50% | N/A | 40% | 41% | 41% |

| | | | | | | | |
|-----|--------------|-----|-----|-----|-----|-----|-----|
| Age | 16 to 29 | 25% | 15% | N/A | 19% | 33% | 17% |
| | 30 to 44 | 28% | 30% | N/A | 26% | 31% | 29% |
| | 45 to 59 | 42% | 49% | N/A | 49% | 33% | 49% |
| | 60 and above | 5% | 6% | N/A | 6% | 3% | 5% |

| | Data Protection | | Child Protection | | Equality & Diversity | |
|--|-----------------|-------------|------------------|-------------|----------------------|-------------|
| Course Completion Totals by staff numbers | 381 | 1548 | N/A | 1165 | 87 | 1343 |

Figure 30b - Teaching Staff

| | | Data Protection | | Child Protection | | Equality & Diversity | |
|---------------------|--------------|-----------------|------|------------------|------|----------------------|------|
| Berwickshire | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 0 | 87 | N/A | 85% | 0 | 88 |
| | Male | 100 | 13 | N/A | 15% | 0 | 12 |
| Age | 16 to 29 | 0 | 15 | N/A | 18 | 0% | 16% |
| | 30 to 44 | 0 | 24 | N/A | 25 | 0% | 24% |
| | 45 to 59 | 100 | 53 | N/A | 51 | 0% | 53% |
| | 60 and above | 0 | 8 | N/A | 6 | 0% | 8% |
| Cheviot | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 75 | 77 | N/A | 79% | 0 | 79 |
| | Male | 25 | 23 | N/A | 21% | 0 | 21 |
| | 16 to 29 | 25 | 16 | N/A | 16 | 0% | 17% |
| | 30 to 44 | 13 | 38 | N/A | 37 | 0% | 38% |

| | | | | | | | |
|--------------------------------|--------------|------|------|------|------|------|------|
| Age | 45 to 59 | 63 | 43 | N/A | 43 | 0% | 41% |
| | 60 and above | 0 | 3 | N/A | 3 | 0% | 5% |
| Eildon East | | 2013 | 2014 | 2013 | 2014 | | |
| Gender | Female | 73 | 66 | N/A | 78 | 0 | 70 |
| | Male | 27 | 34 | N/A | 22 | 100 | 30 |
| Age | 16 to 29 | 9 | 11 | N/A | 13 | 0% | 15% |
| | 30 to 44 | 45 | 36 | N/A | 31 | 100% | 37% |
| | 45 to 59 | 45 | 47 | N/A | 47 | 0% | 41% |
| | 60 and above | 0 | 6 | N/A | 9 | 0% | 7% |
| Eildon West | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 64 | 86 | N/A | 85 | 0 | 70 |
| | Male | 36 | 14 | N/A | 15 | 0 | 30 |
| Age | 16 to 29 | 18 | 7 | N/A | 11 | 0% | 9% |
| | 30 to 44 | 36 | 32 | N/A | 34 | 0% | 37% |
| | 45 to 59 | 45 | 60 | N/A | 55 | 0% | 50% |
| | 60 and above | 0 | 1 | N/A | 0 | 0% | 4% |
| HQ | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 0 | 78 | N/A | 100 | 0 | 100 |
| | Male | 0 | 22 | N/A | 0 | 0 | 0 |
| Age | 16 to 29 | 0 | 0 | N/A | 0 | 0% | 0% |
| | 30 to 44 | 0 | 44 | N/A | 67 | 0% | 60% |
| | 45 to 59 | 0 | 44 | N/A | 33 | 0% | 40% |
| | 60 and above | 0 | 11 | N/A | 0 | 0% | 0% |
| Teviot & Liddesdale | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 76 | 87 | N/A | 72 | 92 | 86 |
| | Male | 24 | 13 | N/A | 28 | 8 | 14 |
| | 16 to 29 | 12 | 18 | N/A | 23 | 25% | 17% |

| | | | | | | | |
|--------------------------|--------------|------|------|------|------|------|------|
| Age | 30 to 44 | 29 | 45 | N/A | 40 | 25% | 42% |
| | 45 to 59 | 47 | 32 | N/A | 33 | 50% | 35% |
| | 60 and above | 12 | 6 | N/A | 3 | 0% | 6% |
| Tweeddale | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 83 | 84 | N/A | 84 | 100 | 85 |
| | Male | 17 | 16 | N/A | 16 | 0 | 15 |
| Age | 16 to 29 | 17 | 10 | N/A | 9 | 0% | 11% |
| | 30 to 44 | 17 | 29 | N/A | 31 | 100% | 27% |
| | 45 to 59 | 67 | 50 | N/A | 51 | 0% | 53% |
| | 60 and above | 0 | 10 | N/A | 9 | 0% | 9% |
| Various Locations | | 2013 | 2014 | 2013 | 2014 | 2013 | 2014 |
| Gender | Female | 100 | 81 | N/A | 79 | 0 | 79 |
| | Male | 0 | 19 | N/A | 21 | 0 | 21 |
| Age | 16 to 29 | 0 | 13 | N/A | 9 | 0% | 13% |
| | 30 to 44 | 50 | 35 | N/A | 36 | 0% | 28% |
| | 45 to 59 | 50 | 45 | N/A | 48 | 0% | 49% |
| | 60 and above | 0 | 6 | N/A | 6 | 0% | 10% |

| | Data Protection | | Child Protection | | Equality & Diversity | |
|---|-----------------|------------|------------------|------------|----------------------|------------|
| Course Completion Totals by teaching numbers | 56 | 445 | N/A | 423 | 14 | 467 |

The Child Protection course was launched midway through 2014 therefore there are only completion figures for 2014 displayed.

We have been unable to report on applications for training as the application processes vary dependant on the course and are not handled centrally. We will endeavour to gather and record more of this type of information in the future.

However, for all of the three courses there is a significant increase in completions between 2013 and 2014.

Grievance

Where employees have a concern they would normally raise the issue directly with their line manager, or ask their Trade Union representative to make an informal approach on their behalf. Therefore in the majority of cases it will be possible to resolve potential grievances informally through discussion with the line manager.

If the potential grievance is of a particularly sensitive or complex nature, advice may sought from HR. It is only in these instances that the actual data is recorded. Therefore the data given below is a record of all the grievances that have involved HR. As the numbers of staff involved in grievances are low no further analysis is included. Where an informal approach does not resolve the problem, then the Grievance Procedure should be used by raising a grievance in writing.

Grievances with HR's involvement during 2013 totalled 4 and in 2014 totalled 2. The outcomes of these were resolved or currently ongoing.

Discipline

The Council recognises that the effective delivery of services is dependent on acceptable standards of conduct and performance of all employees. The Council acknowledges its responsibilities as an employer to determine appropriate standards of conduct and performance and to make employees aware of these standards. Employees also have a responsibility to familiarise themselves with the rules and procedures relating to their employment and to maintain acceptable standards of conduct and performance.

Clearly there may be occasions when any employee does not meet acceptable standards. Minor and non-recurring issues will be dealt with by the appropriate manager through support, advice, guidance, counselling and/or training, with an emphasis on improving standards and learning from mistakes, rather than apportioning blame.

Despite this, there may be occasions when formal disciplinary action is required. The Council therefore endorses a disciplinary procedure to ensure that all managers adopt a uniform approach to discipline. The procedure provides a framework to ensure that any disciplinary action is taken in a fair and consistent manner, whilst recognising that each case must be treated on its merits taking account of individual circumstances.

Similar to grievances the Council only records disciplinary that requires HR involvement or become formal. Figures 31 and 32 provides the details broken down by gender, ethnic origin, disability and age. Further analysis has not been undertaken for the remaining protected characteristics as this may well identify individuals.

Figure 31a –Number of disciplines and outcome – gender, ethnic origin and disability

| | 2013 | | | | | | | | Number |
|-----------------------------------|--------|------|---------------|-------|------------|------------|----|------------|-----------|
| | Gender | | Ethnic Origin | | | Disability | | | |
| | Female | Male | Black | White | Not Stated | Yes | No | Not stated | |
| Outcomes | | | | | | | | | |
| Dismissal | 10 | 9 | - | 13 | 6 | 1 | 7 | 11 | 19 |
| Final Written Warning | 2 | 5 | - | 6 | 1 | - | 2 | 5 | 7 |
| Written Warning | 2 | 4 | - | 4 | 2 | - | 3 | 3 | 6 |
| Verbal Warning | - | 2 | - | 1 | - | - | 1 | 1 | 2 |
| No Further Action | 17 | 7 | 1 | 17 | 6 | - | 10 | 14 | 24 |
| Resigned | 3 | - | - | 3 | - | - | 2 | 1 | 3 |
| Ongoing | 1 | 1 | - | 2 | - | - | 1 | 1 | 2 |
| Misc. | 1 | - | - | 1 | - | - | 1 | - | 1 |
| Total number of dismissals | | | | | | | | | 64 |

Figure 31b—Number of disciplines and outcome – gender, ethnic origin and disability

| | 2014 | | | | | | | | Number |
|-----------------------------------|--------|------|---------------|-------|------------|------------|----|------------|-----------|
| | Gender | | Ethnic Origin | | | Disability | | | |
| | Female | Male | Black | White | Not Stated | Yes | No | Not stated | |
| Outcomes | | | | | | | | | |
| Dismissal | 1 | 2 | - | 3 | - | - | 3 | - | 3 |
| Final Written Warning | 1 | 1 | - | 1 | 1 | - | 1 | 1 | 2 |
| Written Warning | - | 1 | - | 1 | - | - | 1 | - | 1 |
| Verbal Warning | 1 | - | - | 1 | - | - | 1 | - | 1 |
| No Further Action | 2 | 5 | - | 6 | 1 | 1 | 4 | 2 | 7 |
| Resigned | 2 | 2 | - | 4 | - | - | 3 | 1 | 4 |
| Ongoing | | 1 | - | 1 | - | - | - | 1 | 1 |
| Misc. | 1 | 2 | - | 3 | - | - | 3 | - | 3 |
| Total number of dismissals | | | | | | | | | 19 |

Figure 32 –Number of disciplines and outcome - Age

| | 2013 | | | | 2014 | | | |
|-----------------------|----------|-----------|-----------|--------------|-----------------------|----------|----------|--------------|
| | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above | 16 to 29 | 30 to 44 | 45 to 59 | 60 and above |
| Outcomes | | | | | | | | |
| Dismissal | 1 | 5 | 9 | - | 1 | - | 1 | 1 |
| Final written warning | - | 2 | 5 | 4 | - | 1 | - | 1 |
| Written Warning | - | - | 6 | - | 1 | - | - | - |
| Verbal Warning | - | 1 | 1 | - | - | - | - | 1 |
| No further Action | 2 | 7 | 14 | 1 | 1 | 2 | 4 | - |
| Resigned | - | 1 | 1 | 1 | - | 2 | 2 | - |
| Ongoing | - | - | 2 | - | - | - | 1 | - |
| Totals | 3 | 16 | 38 | 7 | 3 | 5 | 8 | 3 |
| Total for 2013 | | | | 64 | Total for 2014 | | | 19 |

Dismissals

The information used within the below table is with regard to all employees (including teaching staff) who have been dismissed has been taken from the corporate HR and Payroll System. As employees may have held multiple posts with the Council at the date of dismissal it has been decided that we use the post that the employee had defined as their main post for the purpose of completing the analysis, this will tend to be the post that they have held for the longest period of time.

The individuals included within the report have had their contract of employment with Scottish Borders Council terminated by the Council.

The data for 2013 and 2014 has been derived from workforce data January to December of those years and tells us the following:

Figure 33 Dismissals Years' 2013 and 2014

| | Female | Male | Total |
|------|--------|------|-------|
| 2013 | 7 | 5 | 12 |
| 2014 | 12 | 6 | 18 |

Analysis of staff has not been separated into the nine characteristics and sub categories as identified above due to the low numbers involved and the potential that an individual may be identifiable and therefore have not been included in this section of the report.

Applications for Recruitment

The information used within this section of the report is taken from the 'My Job Scotland' National Recruitment Portal for the posts advertised by Scottish Borders Council. On a monthly basis the Conventions of Scottish Local Authorities (CoSLA) support team, who under take the system administration on behalf of the 32 local authorities, provide a monthly extract of Equal Opportunities data, based on the date an advertised post has been marked as completed.

For the purpose of completing the analysis, Scottish Borders Council has used the published end date to determine which year the applicant should be considered within. The downside to this approach, and linked to the way in which we have been provided with the data from CoSLA, is that not all applications made during late 2014 will have been included.

Analysis based on the applicant's progress through the recruitment process has been included for Gender, Age, Ethnic Origin and Disability as illustrated in the figures below.

Figure 34 – Gender

| | No of Posts | Number of Applications Received | | | Average Number of Applications per Post | Number of Applications Scheduled for Interview | | | | Number of Applications Appointed | | | | |
|------|-------------|---------------------------------|-------|------------|---|--|--------|------|------------|----------------------------------|--------|------|------------|-------|
| | | Female | Male | Not Stated | | Total | Female | Male | Not Stated | Total | Female | Male | Not Stated | Total |
| 2013 | 517 | 4,334 | 2,744 | 176 | 7,254 | 14.03 | 1,430 | 688 | 40 | 2,158 | 396 | 154 | 17 | 567 |
| 2014 | 456 | 3,892 | 2,451 | 179 | 6,522 | 14.30 | 1,319 | 680 | 56 | 2,055 | 381 | 142 | 20 | 543 |

Figure 35- Age

| 2013 | Number of Applications Received | Number of Applications Scheduled for Interview | Number of Applications Appointed | 2014 | Number of Applications Received | Number of Applications Scheduled for Interview | Number of Applications Appointed |
|--------------|---------------------------------|--|----------------------------------|--------------|---------------------------------|--|----------------------------------|
| 16 to 29 | 2,695 | 609 | 169 | 16 to 29 | 2,374 | 656 | 137 |
| 30 to 44 | 2,214 | 720 | 199 | 30 to 44 | 2,049 | 659 | 198 |
| 45 to 59 | 1,966 | 732 | 169 | 45 to 59 | 1,788 | 636 | 173 |
| 60 and above | 149 | 43 | 12 | 60 and above | 133 | 38 | 7 |
| Not Stated | 230 | 54 | 18 | Not Stated | 178 | 66 | 28 |
| Total | 7,254 | 2,158 | 567 | Total | 6,522 | 2,055 | 543 |

Figure 36 – Ethnic Origin

| | Number of Applications Received | | | | Number of Applications Scheduled for Interview | | | | Number of Applications Appointed | | | |
|------|---------------------------------|-------|---------------|-------|--|-------|---------------|-------|----------------------------------|-------|---------------|-------|
| | Black Minority | White | Not Disclosed | Total | Black Minority | White | Not Disclosed | Total | Black Minority | White | Not Disclosed | Total |
| 2013 | 284 | 6,704 | 266 | 7,254 | 60 | 2,042 | 56 | 2,158 | 8 | 538 | 21 | 567 |
| 2014 | 216 | 6,041 | 265 | 6,522 | 50 | 1,937 | 68 | 2,055 | 8 | 509 | 26 | 543 |

Figure 37 – Disability

| | Number of Applications Received | | | | Number of Applications Scheduled for Interview | | | | Number of Applications Appointed | | | |
|------|---------------------------------|-----|------------|-------|--|-----|------------|-------|----------------------------------|-----|------------|-------|
| | No | Yes | Not Stated | Total | No | Yes | Not Stated | Total | No | Yes | Not Stated | Total |
| 2013 | 6,468 | 523 | 263 | 7,254 | 1,931 | 172 | 55 | 2,158 | 517 | 26 | 24 | 567 |
| 2014 | 5,795 | 470 | 257 | 6,522 | 1,841 | 145 | 69 | 2,055 | 506 | 15 | 22 | 543 |

The Council is a “disability symbol” user. This is a double tick symbol which is awarded by Jobcentre Plus and supports positive action for disabled applicants. This supports the Council’s commitment to employ, retain and develop the abilities of disabled individuals. As part of this commitment the Council operates a guaranteed interview scheme for disabled applicants who meet the essential criteria for an advertised post. Analysis over the two years indicates that exactly the same percentage of applicants in each of the years have indicated that they have a disability.

The analysis of the other characteristics (sexual orientation, religion and/or belief, marital status and carer status) has been carried out. However the data is not included due to the low level of individuals who have indicated that they fall into the protected characteristics. The information that has been made available from CoSLA means, it is not possible to carry out sub analysis on the following: -

- Gender Reassignment
- Education (Teachers)
- Temporary and Permanent positions
- Applications for Promotion

Gender Pay Gap/Equal Pay

The gender pay gap is the difference between men and women's full time hourly earnings. Using guidance and the standard calculation that is set out by the Equality and Human Rights Commission, the Council's equal pay gap was calculated using data as at December 2014.

The calculations are based on all contractual payments - excluding overtime but including enhancements.

$(a)/(b) \times 100 = \text{Total}$

$100 - \text{Total} = (c)$

$(a)/(b) = c$

Where:

Average hourly rate for Women

Average hourly rate for Men

Pay Gap

In formulating the gender pay gap for 2014 we have separated the overall workforce based on employees terms and conditions. This sees the calculation for teaching and a combined calculation for Single Status and Chief Officers. This results in the following for years 2013 and 2014.

2013

Chief Officers and Single Status Staff

Female Average Hourly Rate £10.5870

Male Average Hourly Rate £12.4139

*Pay Gap % differential hourly rate 14.72

This equates to £1.83 per hour

Teaching Staff 2013

Female Average Hourly Rate £21.5416

Male Average Hourly Rate £22.7755

*Pay Gap % differential hourly rate 5.42

This equates to £1.23 per hour

2014

Chief Officers and Single Status Staff

Female Average Hourly Rate £11.1128

Male Average Hourly Rate £12.7739

Pay Gap % differential hourly rate 13.00

This equates to £1.66 per hour

Teaching Staff

Female Average Hourly Rate £22.1037

Male Average Hourly Rate £23.3589

Pay Gap % differential hourly rate 5.37

This equates to £1.25 per hour

*The pay gap was based solely on the employees' basic hourly rate (including Living Wage Allowance) rather than the inclusion of all contractual payments.

To support our approach to Equal Pay we have formulated an Equal Pay policy. The policy sets our aims to state and publicise the Council's commitment to the principles of equal pay for work of equal value and to enable the management of equal pay at a corporate and service level. Specifically this includes:

To commit to the principle of equal pay for work of equal value for all employees

To eliminate any unfair discrimination, unjust or unlawful practices that impact on pay equality

To reward fairly the skills and experience of all employees

To work in partnership with the recognised Trade Unions to ensure employees have confidence in the process of eliminating any bias identified, advance equality of opportunity and foster good relations

To operate pay and reward systems which are transparent, based on objective criteria and free from bias

To secure the future together with our employees by attracting and retaining employees who are committed to delivering excellent public service and making us a dynamic and innovative Council by supporting equality of opportunity and valuing diversity within our workforce.

Achievement of these aims will:

- Ensure compliance with the principle of equal pay for equal value for all of our employees.
- Eliminate any unfair discrimination, unjust or unlawful practices that impact on pay equality.
- Reward fairly the skills and experience of all employees.
- Working in partnership with the recognised Trade Unions, ensure employees have confidence in the process by eliminating any bias identified, advancing equality of opportunity and fostering good relations.
- Enable us to operate pay and reward systems which are transparent, based on objective criteria and free from bias.
- Ultimately assist in the attraction and retention of employees.

